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ABSTRACT

This document reports on the 2-year Interagency Child Abuse Network (ICAN) Project which was funded by the Texas Department of Human Services to provide a model through which agencies (police, courts, and others) could develop a team approach to handling child abuse cases. Chapter 1 reviews the background and origin of the project. Chapter 2 states the project's goals and objectives, noting that the project was created to: (1) develop a network of agencies that could implement a team approach to handling child abuse cases; (2) facilitate an ongoing forum for interagency planning, cooperation, coordination, communication, and resolution of issues; and (3) develop written interagency procedures and protocols for reporting and responding to child abuse cases. Chapter 3 concentrates on first-year operations, including accomplishments and problem areas. Chapter 4 focuses on second-year operations. Chapter 5, Lessons Learned, concludes that the project was an effort worth making. It discusses pitfalls to avoid in implementing such a project and offers recommended approaches. Relevant materials are appended. (NB)

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Innovations in Child Protective Services

P.L. 93-247
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Final Report

Interagency Child Abuse Network Project

September 30, 1987

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Interagency Child Abuse Network Project

Final Report

September 1, 1985, through August 31, 1987

September 30, 1987

Written by
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Judith R. K. Werking, human resources manager from the Alamo Area Council of Governments, served as project manager and consulted with ICAN liaison Billie Smithson. David Reilly, regional director for Services to Families and Children, and Donna Garrett, program director (Region 9), supported the project.

From the Office of Strategic Management, Research, and Development (SMRD)--headed by Murray A. Newman, Ph.D.--efforts were contributed by several members of SMRD's Special Projects Division, which is administered by Alicia Dimmick Essary. Joe Flores, project designer, prepared the original grant proposal. Lucretia Dennis-Small, project specialist, provided support to the project, prepared reports to the funding source, and arranged for nationwide dissemination of project results. Nicholas Constant, Phyllis Jamar, and Mary Garcia of the Technical Communications Section contributed to the good quality of project documents.

General Introduction

In the past year, the Texas Department of Human Services (DHS) conducted 12 projects funded by P.L. 93-247 Basic State Grant Funds (Part I--9 projects) and Medical Neglect Grant Funds (Part II--3 projects). The projects were designed to test ideas for improving services to children in need of protection. Seven projects operated from the state office (Austin), and 5 projects operated from DHS's direct-service regions. However, the seven state office projects involved regional staff and provided direct benefits statewide to all the direct-service regions. (Project titles and locations are shown in figure 1.)

OVERALL OBJECTIVES

Overall objectives established for the 9 projects funded by Basic State Grants (Part I) were--

- to provide equity and consistency of services to the children that DHS's Protective Services for Families and Children (PSFC) Program is responsible for protecting under state and federal law;
- to develop automated applications for use by PSFC staff as part of DHS's "streamlining" initiative;
- to implement strategies to reduce the incidence of child neglect and family violence; and
- to plan for future service delivery needs and future directions in program development and management.

The overall objectives for the 3 projects funded by the Medical Neglect Grant (Part II) were--

- to improve procedures or programs for responding to reports of withholding medically indicated treatment from disabled infants with life-threatening conditions;

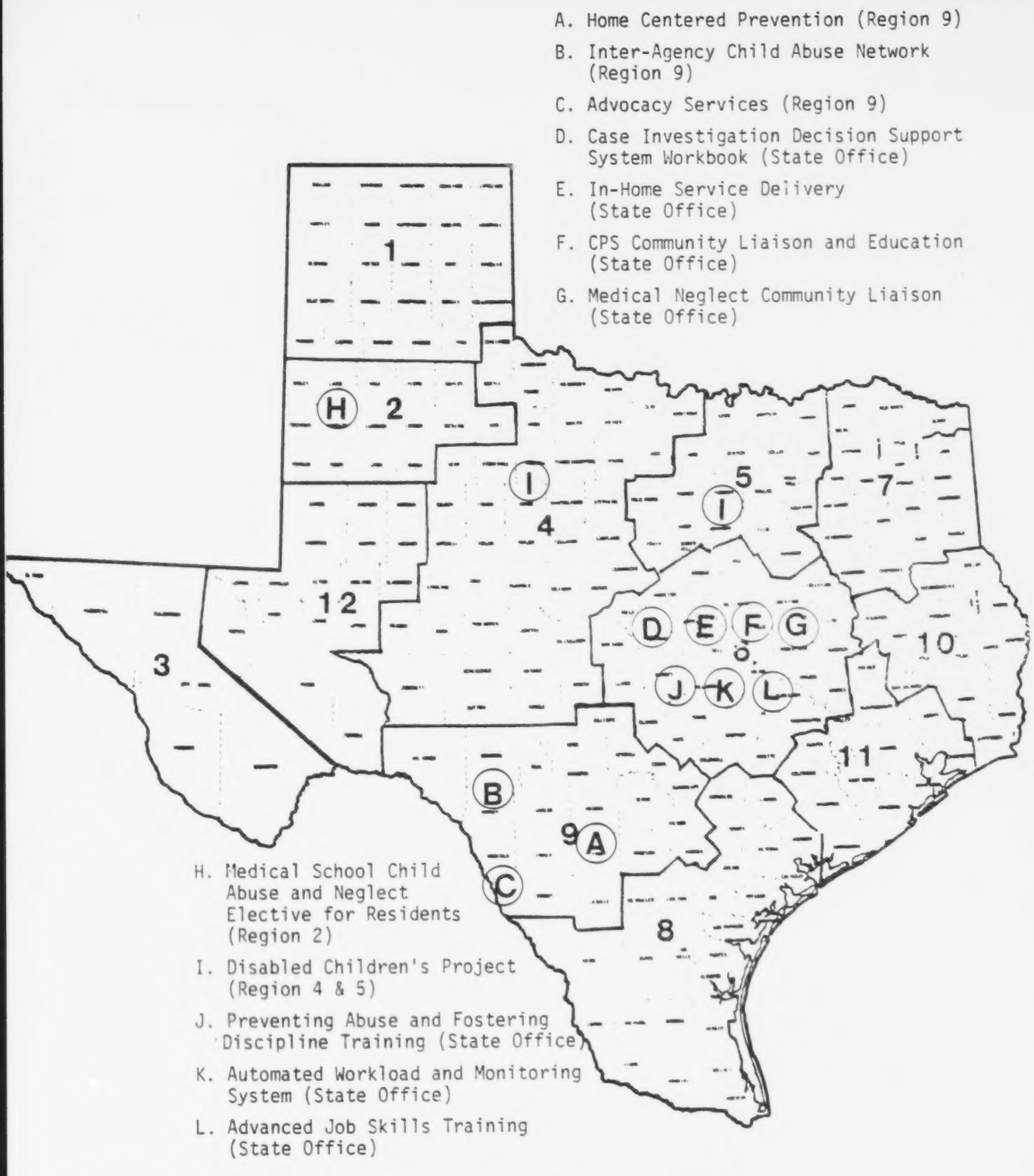

Figure 1. Location of P.L. 93-247 Projects within DHS Regions

- to develop and implement information and education programs or training programs for professional and paraprofessional staff--including CPS and health care per-sonnel--and for parents, with the purpose of improving services to disabled infants with life- threatening conditions;
- to develop and implement programs to help in obtaining and coordinating social and health services and financial assistance; and
- to establish within health care facilities committees for educating, recommending guidelines, and offering counsel and reviews.

PROJECTS REPORTED ON AND TYPE OF REPORT

This report is one of 12 separately printed documents on the following projects, 5 of which are ending this year (final reports) and 7 of which will continue for another year (annual reports).

Basic State Grants (Part I Funds)

- Home-Centered Prevention Project (annual report);
- Interagency Child Abuse Network Project (final report);
- Advocacy Services Project (final report);
- Case Investigation Decision Support System Workbook Project (final report);
- In-Home Service Delivery Development Project (annual report);
- Community Liaison and Education Project (annual report);
- Preventing Abuse and Fostering Discipline Training Project (final report);

- Automated Work Load Analysis and Monitoring System Project (annual report); and
- Advanced Job Skills Training Project (final report on a three-year project).

Medical Neglect Grants (Part II)

- Medical Neglect Community Liaison Project (annual report);
- Medical School Child Abuse and Neglect Elective for Residents Project (annual report);
- Disabled Children's Project (annual report).

FOR MORE INFORMATION

Each of the 12 annual or final reports may be obtained by contacting--

Texas Department of Human Services
Office of Strategic Management, Research, and Development
P. O. Box 2960 (Mail Code 234-E)
Austin, Texas 78769
Telephone Number (512) 450-3646 or (512) 450-3648

Executive Summary

PROJECT'S PURPOSE

The two-year Interagency Child Abuse Network (ICAN) Project demonstrated a model through which agencies (police, courts, and others) can develop a team approach to handling child abuse cases.

FUNDING SOURCE

The ICAN Project, which operated from September 1, 1985, to August 31, 1987, was funded by the Texas Department of Human Services (DHS) with grant funds from the Child Abuse Prevention and Treatment Act, as amended (Public Law 93-247), basic state grant funds.

ORGANIZATION

DHS's Region 9, San Antonio, and the Alamo Area Council of Governments (AACoG) in Bexar County (San Antonio) worked together to establish the model network among agencies that deal with child abuse.

DHS contracted with AACoG to fund a liaison person to facilitate ICAN activities. The liaison started and maintained a network of lay and professional citizens concerned about child physical and sexual abuse and neglect. The network addressed issues surrounding the problems of child abuse and neglect by forming five subcommittees to identify problems or issues and bring recommended solutions to the full ICAN body.

FIRST-YEAR OPERATIONS

The Committee System. Each of the five subcommittees--education, resource, protocol, volunteer, and adolescent provider network--sought resolutions to problems that fell under its jurisdiction. Subcommittees proved to be an efficient way to address several issues at once and also to allow persons with special interests to become involved in the decision making. Subcommittees also gave participants a mechanism to influence the direction and work that their subcommittee would undertake during the project. (Chapter 3 describes the committees' first-year work in detail.)

Notable Accomplishments (First Year). In the first project year, ICAN helped sponsor a conference entitled *Breaking the Cycle of Child Sexual Abuse: A Training Institute for Professionals.* Later in the first year, the Office of the Governor sent a representative to an ICAN meeting to learn more about the network. The representative showed particular interest in the fact that **volunteers** carry out the project's operations.

Also in the project's first year, committees worked toward meeting three high-priority needs that they had identified (see "Issues and Recommendations" section, chapter 3):

- ICAN led the establishment of a **treatment facility for sexual assault victims.**
- Discussions began with a national hospital corporation on establishing a **treatment facility for adult sex offenders.**
- The resource subcommittee began **identifying therapists qualified to treat sex offenders.**

SECOND-YEAR OPERATIONS

Goal. The goal of the project's second year was to expand the network through which participating agencies develop a "team" approach to handling child abuse cases.

Notable Accomplishments (Second Year). The project's second year saw the following achievements (chapter 4 gives details on these and others):

- ICAN Handbook published (offers guidance for other communities on replicating the network);
- funding secured for FY 1988;
- new subcommittee formed to address the service needs of adolescents;
- cooperation obtained from the Catholic Archdiocese of San Antonio;
- four interagency agreements developed to guide agencies working to remedy child abuse;
- better cooperation obtained from news media to protect identities of victims and sources;
- questionnaire developed to identify therapists qualified to treat sex offenders; and
- efforts expanded to educate professional groups (e.g., school personnel, clergy) on community efforts to combat child abuse.

LESSONS LEARNED

Chapter 5, "Lessons Learned," may hold particular interest for readers thinking about setting up a network similar to ICAN. The project's experience suggests the need for **at least one full-time staff person** to coordinate network activities and manage day-to-day operations.

Other recommendations address the need for--

- a liaison (coordinator) who has experience in conducting meetings;
- the choice of a neutral site and convener for meetings;
- the need to be patient while establishing the network;

- the necessity for recognizing that "turfism" will exist among established agencies at the beginning of the project;
- the vital need to involve top agency decision makers early in the planning of the network.

Two other elements must be dealt with if a community attempts to establish a network such as ICAN.

- First, organizers need to instill a **broad consensus** among network participants. (In San Antonio, consensus formed around a proposition that might be stated as "we must all work together to improve protection for endangered children in our community.")
- Second, the liaison (coordinator) must be **patient but persistent** in forming and maintaining relationships and in getting operations started.

The human resources manager of AACoG wrote a handbook to provide information about techniques used during the project to shape the network. A copy of the handbook's preface, introduction, and table of contents is included in this report under Appendix E. The handbook will be available in November 1987.

CHAPTER ONE

Background and Origin

On June 26, 1984, the District Attorney of Bexar County (San Antonio, Texas) created a task force on child abuse and charged it with (1) producing a comprehensive plan for effective prosecution of child abuse cases and (2) recommending procedures and policies that would promote a team approach among agencies involved in handling these cases.

TASK FORCE REPORT

The task force published its report in January 1985; two of its major recommendations were (1) to establish a network among agencies that deal with child abuse and (2) to establish victim advocacy staff in the district attorney's office.

Establishing a Network. The task force reported that coordination among agencies that deal with child victims is crucial to successful investigation and treatment of child abuse. It said also that agreement on basic goals is essential among major agencies that deal with child victims. Task force members agreed that good working relations among all involved agencies would decrease the time it takes to begin treatment and dispose of criminal charges.

Victim Advocates in D.A. Office. The task force also recommended establishing a specialized staff within the district attorney's office to perform advocacy functions for victims and families in cases processed through the criminal justice system. The task force concluded that the child victim and the family need an advocate within the district attorney's office who is sensitive to their needs and who can provide needed assistance, including protection from the perpetrator.

INCEPTION OF THE PROJECT

To assist in implementing the two task force recommendations in Bexar County, Region 9 of the Texas Department of Human Services (DHS) proposed the Interagency Child Abuse Network (ICAN) and Advocacy Services (AS) Project. (The AS Project is covered in a separate report.)

Both projects were funded by P. L. 93-247 grant funds and implemented in September 1985. This annual report describes the ICAN Project, which funded a contracted position to serve as liaison through the Alamo Area Council of Governments (AACoG). This liaison had the responsibility of starting up the interagency network.

CHAPTER TWO

Goal and Objectives

The goal of the ICAN Project was to establish a network of agencies in Bexar County that could develop a "team" approach to handling child abuse cases. The project presents a model for (1) developing the network; (2) facilitating an ongoing forum for interagency planning, cooperation, coordination, communication, and resolution of issues; and (3) developing written interagency procedures and protocols for reporting and responding to child abuse cases.

OBJECTIVES

The following six objectives were established for the first year of ICAN:

- to establish and facilitate an ongoing forum for interagency planning, cooperation, coordination, and communication;
- to define clear roles and responsibilities for ICAN member agencies;
- to coordinate activities of ICAN;
- to identify and make recommendations about issues that ICAN should address;
- to develop and recommend dissemination of written interagency procedures and protocols for reporting and responding to child abuse cases; and
- to provide information to local officials for needed legislative changes.

CHAPTER THREE

First-Year Operations

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ACCOMPLISHMENTS

Shaping the Network

The child protective services (CPS) program in San Antonio contracted with the Alamo Area Council of Governments (AACoG) to establish a continuing forum for interagency planning, cooperation, coordination, and communication.

The project director was hired on October 7, 1985. During her early weeks as director, she read and analyzed the task force report and its recommendations for improving services to abused and neglected children and their families. Also, she met personnel from several agencies to find out how they processed child abuse/neglect and child sexual abuse cases. In these meetings, participants discussed systems used to refer cases for treatment and how these systems could be improved. The meetings served as information-gathering sessions and were the beginning of interagency communication.

Coordination

As the project director identified agencies in San Antonio and surrounding areas that were frequently involved in handling child abuse/neglect and child sexual abuse cases, AACoG issued invitations to the agencies asking them to join ICAN (a list of agencies now participating in ICAN can be found in Appendix A). ICAN membership reached over 100 individual participants.

Communication

As one of her primary responsibilities, the ICAN liaison had the task of getting out the word that ICAN was operational. To accomplish this task, she participated in radio interviews about ICAN, met with community groups, and spoke to high school and graduate social work classes. The liaison kept ICAN-member agencies informed about developments (such as treatment theories and state-of-the-art facilities) by researching literature and mailing copies of informative articles to them.

Resolving Issues

Many of ICAN's initial meetings were spent relating the network's purpose to agencies and individuals who were attending the meetings for the first time. To help the network focus its efforts, the ICAN membership decided to set up four subcommittees: protocol (5 members), resources (12 members), legislation (7 members), and education (8 members). Each of the committees had individuals representing various agencies and disciplines (a goal statement for each subcommittee can be found in Appendix B). Generally, the committees began developing procedures and activities to address identified social service, medical, and treatment needs for the Bexar County area.

Legislation Subcommittee

After identifying some needed legislative changes, ICAN members decided it was inappropriate for the legislative subcommittee to operate within ICAN since the subcommittee's main function would be to lobby for legislative changes in the area of child abuse/neglect. This subcommittee no longer operates as an entity of ICAN but reconvened as a combination of the original district attorney's task force on child abuse and another DA's task force on domestic violence.

Education Subcommittee

The education subcommittee decided to target the following groups for its initial campaigns--parents, churches, the medical community, and the judiciary. Members volunteered to explore strategies for approaching the targeted groups. As strategies were developed, the subcommittee members presented ideas to the ICAN general membership for discussion and approval.

Protocol Subcommittee

The protocol subcommittee agreed to focus its efforts on--

- developing agreements between agencies to structure reporting, investigation, and prosecution of child abuse cases; and
- developing agreements for providing therapy to victims and their families, for coordinating case management, and for showing information on case actions to investigative and judicial personnel.

Resource Subcommittee

The resources subcommittee decided its initial priority would be to try to increase the number of qualified therapists trained to treat sex offenders. In June 1986, AACoG helped sponsor a training course in San Antonio entitled *Breaking the Cycle of*

Child Sexual Abuse: A Training Institute for Professionals. (A copy of the conference brochure's cover appears in Appendix C.) Other sponsors were the San Antonio Coalition for Children, Youth, and Families; Trinity University; and DHS Region 9.

A major airline donated tickets to conference presenters, and a local hotel gave them free rooms.

Conference attendees rated the conference highly. (A copy of the workshop evaluation form and the tabulated evaluation results can be found in Appendix D.)

Governor's Representative

Late in the first project year, the Office of the Governor sent a representative to an ICAN general membership meeting. The representative expressed interest in the ICAN concept, particularly in the volunteer component of the project. Subsequently, a volunteer subcommittee was added to the network.

Invitations to Media Personalities

The ICAN network wrote to four prominent San Antonio media people and invited them to join the organization. The network felt that the communication specialists could help inform the community about ICAN's existence and activities. During the first project year, one media personality joined the network.

Roles and Responsibilities

Throughout the first project year, ICAN-member agencies held meetings to clarify their roles and responsibilities in child abuse/neglect cases. The meetings served as forums for agencies to ask questions of each other about their procedures (e.g., what happens when a case of child abuse is received, what

forms are used, time frames for actions, order of proceedings, and so forth).

DHS, the district attorney's office, law enforcement officials, and area hospitals were primarily involved in defining roles and responsibilities. It was anticipated that as roles became more clearly defined, some systems would be developed for monitoring the effectiveness of the established protocols.

By the end of the first project year, two issues were identified as making it difficult to clarify responsibilities.

- There was **no uniform definition** of the term "child" (age limits ranged from 14 to 18).
- The second issue concerned **dual reporting**; by law, persons with knowledge of child abuse incidents must report to both DHS and law enforcement agencies. This law caused some confusion, particularly in schools when law enforcement officers responded to child abuse complaints by going to the school campus to conduct their investigations. (In 1987, the 70th Texas Legislature changed this reporting law to allow reports to **either** DHS **or** law enforcement agencies).

ISSUES AND RECOMMENDATIONS

Although the general ICAN membership was encouraged to cite community problems and issues, the subcommittees--protocol, resource, education, and volunteers--had primary responsibility for identifying community needs and issues and for making recommendations about resolutions.

Sexual Assault Treatment Facility

During the first project year, the resource subcommittee noted that the community had no facility to treat victims of sexual assault. The subcommittee recommended that development of such a facility should become a high priority for the community. The ICAN general membership agreed with the subcommittee

and asked that they explore ways to make the treatment facility a reality.

The human resources manager from AACoG and three area physicians located a sexual assault treatment center in the northwestern United States and visited the center to learn about its operations. Upon their return to San Antonio, this delegation (later expanded to become the resource subcommittee) recommended to ICAN that San Antonio establish a facility offering similar services to child victims of sexual assaults.

Subsequently, the Bexar County Hospital District committed space for the establishment of a sexual assault treatment center. However, there were no funds to staff the program.

The subcommittee sought out appropriate sources for funding the sexual assault center and, in July 1986, applied for funds through the Victims of Crime Program, a state program in Texas.

Adult Offenders Treatment Facility

Another project of the resource subcommittee was a treatment facility for adult sex offenders. ICAN staff began discussions with a national hospital corporation about providing a 50-bed hospital for adult sex offenders. Unfortunately, the corporation decided to devote the 50 beds to physical rehabilitation instead.

Qualified Therapists

ICAN began facilitating efforts to develop a process for screening therapists who treat adult and juvenile sex offenders. The membership agreed that therapists must have certain minimum qualifications before sex offenders could be referred to them for treatment.

ICAN also set up a peer supervision group, in which practicing therapists discussed cases and received advice about appropriate treatment methods.

The resource subcommittee began the process of getting agreement from area physicians, social workers, law enforcement entities, and other disciplines on the essential and desired credentials for professionals treating sex offenders. The goal was to reach agreement on method(s) to ensure that sex offenders were referred to professionals recognized as having at least minimum credentials to treat this client population.

SUMMARY OF FIRST-YEAR OPERATIONS

Accomplishments

AACoG, DHS staff, and ICAN-member agencies agreed that the project goal and objectives were being met. In the opinion of the project participants, the following first-year accomplishments were most notable:

- assembling over 100 people from different disciplines and allowing them to get to know one another;
- establishing trust among various disciplines and a mechanism for community problem solving;
- agreeing on the need for minimum qualifications for therapists who treat sex offenders and beginning a process to develop these minimum standards;
- developing a peer supervision group;
- starting work on a treatment center for sexual assault victims;
- identifying needed legislative changes; and
- producing a pamphlet on ICAN that lists phone numbers of community agencies that can help with problems of child abuse/neglect (Appendix E).

Problem Areas

In the manner of demonstration projects, ICAN participants in retrospect identified certain first-year issues that they would

have approached differently. The following paragraphs list those issues and recommended resolutions.

Issue. Project planners wanted to avoid identification of ICAN as a single agency's effort. Agencies understood that AACoG was an entity separate from DHS.

Resolution. The ICAN liaison's office was located in an AACoG facility. This location, not identified with any single agency, made it clear that the network was a community effort, and agencies readily participated.

Issue. Many agencies were reluctant to participate in the ICAN network. They had no knowledge of its purposes.

Resolution. Before project start-up (perhaps in the grant application stage), inform as many agencies as possible about the project's intent and proposed operations.

Issue. Although the ICAN general membership felt the involvement of the courts is essential in any work to be done with sex offenders, the courts were not as involved in ICAN as the group felt necessary for successful intervention.

Resolution. The judicial and probation systems should be included in the proposed staff of any project that would require changes in their methods of operating.

Issue. "Turfism" among therapists from different training backgrounds was a divisive force and delayed decisions about projects and about ways to get the community to focus on helping children have better lives.

Resolution. ICAN continued to serve as a forum to bring the disciplines together and to focus their attention on the community problem of improving the quality of life for children in the area and throughout the state.

Issue. The project applied to DHS for continuation funding through August 31, 1987.

Resolution. DHS awarded ICAN continuation funding for fiscal year (FY) 1987. After FY '87, ICAN was to find another funding source.

First-Year Conclusions

The Interagency Child Abuse Network began in Bexar County (San Antonio, Texas) in September 1985. In its first year, the network served as a vehicle for concerned agencies and individuals to address issues about the quality of life for children in its geographical area and throughout Texas.

The network pulled together people from several disciplines to begin discussions about the needs of the community (e.g., treatment facilities for child victims of sexual assault, treatment facilities for adult sex offenders, credentials for professional therapists, legislative issues, and issues concerning the systems that encounter and handle reports of child abuse/neglect).

ICAN's membership identified the following issues as critical to making progress toward effective intervention in cases of child abuse--

- a uniform reporting system;
- a cooperative and informed judicial system;
- competent therapeutic resources;
- education on separation issues (e.g., children being placed in substitute care or adoption);
- a refined substitute care system; and
- alternatives to removing children from their families.

The network received funding from DHS to continue its activities through FY '87.

CHAPTER FOUR

Second-Year Operations

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GOAL AND OBJECTIVES

The second-year goal of the ICAN Project was to expand the network through which participating agencies in Bexar County could develop a "team" approach to handling child abuse cases.

The following six objectives were set for the project's second year:

- to develop and disseminate materials, including a handbook, to assist in project replication efforts;
- to develop alternative sources of funding following FY 1987;
- to continue coordinating the ICAN system, analyzing community needs and service gaps, and developing approaches to address them;
- to further develop and refine ICAN's committee structure and tasks;

- to refine written interagency agreements that were developed during the first project year and to develop additional agreements as needed; and
- to expand ICAN educational efforts toward professional groups.

CONTINUING THE NETWORK

The ICAN Handbook

The human resources manager from the Alamo Area Council of Governments (AACoG) developed a handbook to help other regions in the state replicate the project. The handbook's table of contents and preface can be found in Appendix E of this report.

Funding Found for FY '88

Public Law 93-247 funds for the ICAN Project ended on August 31, 1987. DHS's Region 9 (San Antonio) will fund the project for an additional year. On September 1, 1987, Region 9 began paying the salary of the ICAN liaison and will continue to pay her salary until August 31, 1988. The liaison will continue to be housed at AACoG, a separate location from DHS.

During the coming year, the AACoG staff will continue to search for possible sources of funding for FY '89 ICAN operations. It is anticipated that the search will lead to foundations or other organizations that will be willing to fund ICAN activities.

COORDINATION EFFORTS

Subcommittee on Adolescents Formed

During the first quarter of the ICAN Project's second year, the membership identified adolescents as an underserved population. To examine and remedy some of the service

deficiencies, the membership formed a fifth subcommittee, the adolescent provider network. This subcommittee will deal with ways to increase the number of services available to adolescents.

Diverse Community Involvement

Archdiocese Cooperates. Throughout its second year, ICAN continued to enjoy the support of many community agencies in and around San Antonio. Since a large part of the city's Hispanic community is Catholic, ICAN worked diligently to involve area Catholic priests in educational efforts on the subject of child abuse and neglect.

An ICAN education subcommittee member, the project liaison, and a DHS (Region 9) staff member met with the Archbishop of San Antonio. In addition to expressing his concern about child abuse and neglect victims and their families, the Archbishop agreed to back educational efforts of ICAN and DHS.

As a result of his support, ICAN representatives were allowed to conduct a half-day in-service training session for San Antonio **Archdiocese school administrators** on the **identification, reporting,** and **investigation** of child abuse and neglect. Also, a one-hour overview of child abuse and neglect was presented to the **Northwest Deanery** of San Antonio. The priests in attendance were responsive and concerned about the community-wide problem of child abuse.

Additionally, ICAN members contacted the local **Oblate School of Theology** about the possibility of offering a seminary student the opportunity to do an internship with an agency working in the field of child abuse and neglect. The seminary was delighted to take advantage of this opportunity and arranged for one of its students to start his field placement with ICAN in September 1987.

Four Interagency Agreements Developed. The ICAN protocol subcommittee developed four written interagency agreements on procedures to report and service child abuse and neglect

cases. The protocols were sent for review by area **hospitals, law enforcement agencies, the Bexar County Family Violence Unit,** and other participating agencies. These protocols are recommended procedures to be used in conjunction with each agency's own policies. Also, they were designed to be used as guidelines to assist agencies in protecting the rights of the child and in complying with child abuse laws.

The District Attorney's Family Violence Unit (FVU) changed administrators. The new administrator revised the protocol for handling child abuse cases to more accurately reflect the procedures he put in place. These revisions caused delays in the start-up of FVU procedures.

Media Urged to Protect Identities of Victims and Complainants. The ICAN education subcommittee drafted a letter to newspaper editors and general managers of local television stations asking that they reassess the details they included in reporting on child abuse cases. The letter cited examples of news reports that released information that made it easy for perpetrators to identify sources. Also, the letter cited examples of information released that made it easy for child victims and their school affiliations to be identified. The letter requested that more care be given to protecting the identities of victims and complainants when child abuse cases were reported to the public.

Area news media responded favorably to the requests of ICAN, and more care is being taken by reporters to conceal the identities of child abuse victims and those who report suspected cases of abuse to DHS and law enforcement agencies.

Regulation of Therapists Who Treat Sex Offenders

The 69th Texas Legislature enabled judges to mandate counseling as a condition of probation or parole for persons convicted of a sex-related crime. ICAN coordinated an effort to provide area judges and attorneys with information on counselors and therapists who are treating sex offenders.

At the request of San Antonio's administrative judge, a subcommittee of ICAN developed a **Sex Offender Therapist Questionnaire**. The subcommittee was made up of a cross-section of professionals from various disciplines (psychologists, social workers, licensed counselors, etc.). Also, the subcommittee consulted with four psychiatrists who were not subcommittee members. The questionnaire (see Appendix F) was intended to serve as an interim method to identify qualified therapists until a national certification program is instituted.

Announcements about the availability of the questionnaire for therapists wishing to be considered for referral by the courts went out to area professional associations. The questionnaires were returned to the ICAN resource subcommittee, and initial requirements were checked (photocopy of credentials, letters of reference, and resumes). Then the questionnaires were forwarded to the administrative judge, who made the information available to other judges and to interested attorneys. Later, the judges and attorneys will evaluate the therapists.

ICAN was disappointed with the small number of questionnaires returned. During its third year of operation, ICAN will continue to push for the registration of therapists who treat sex offenders.

Master List of Volunteers

ICAN's volunteer subcommittee began compiling a master list of screened volunteers who want to work in child abuse agencies throughout Bexar County. The list will be completed by the first quarter of the project's third year. When the list of screened volunteers is completed, it will be computerized and updated by the Alamo Area Council of Governments (AACoG). Agencies may call AACoG to check the qualifications of persons expressing an interest in working as volunteers in child abuse programs.

CHANGES IN COMMITTEE STRUCTURES AND TASKS

New Committee on Adolescents

During the project's second year, the four original ICAN subcommittees--education, resource, protocol, and volunteers--continued to operate. A fifth subcommittee, the adolescent provider network, was formed at the request of DHS's regional director for Services to Families and Children. His request resulted from observations made by DHS staff and juvenile probation officers that few resources existed for youth between the ages of 12 and 17.

New Tasks for the Resource Committee

The structure and tasks of the education, protocol, and volunteers subcommittees remained the same as in the project's first year. However, the tasks of the resource subcommittee were divided into two activities--(1) peer support for therapists who treat sexual assault victims and sex offenders and (2) registration and updating of a list of qualified therapists to treat sex offenders.

Support Group Activities. The peer support group met once a month at the AACoG office. Members discussed case situations, presenting problems, plans of service, and therapeutic approaches.

Registration of Qualified Therapists. The peer support group continued activities that they felt would enhance ICAN's attempt to compile names and credentials of therapists qualified to treat sex offenders and victims of sexual assault. They developed the questionnaire (see Appendix G), reviewed the applications of professionals seeking recognition as qualified therapists, and submitted the list of qualified therapists to the administrative judge who supported ICAN activities.

CHANGES IN WRITTEN PROTOCOLS

The District Attorney's Family Violence Unit (FVU) changed its written interagency agreement (protocol) to accurately reflect new unit procedures. After the November 1986 elections, the new district attorney appointed a new administrator for FVU. It is anticipated that the new protocol will become effective on September 1, 1987.

EDUCATIONAL EFFORTS AIMED AT PROFESSIONAL GROUPS

ICAN expanded its educational efforts toward professional groups. Groups such as therapists and social workers in private practice, priests and other clergy, medical personnel, attorneys, school administrators and teachers, and other recognized community leaders became focal points for education about community efforts to combat child abuse. Also discussed were ways to access effective treatment for child victims and their families.

ICAN found that an informed citizenry became vocal advocates for increased funding and more comprehensive laws to deal with the issues of child abuse and neglect.

CHAPTER FIVE

Lessons Learned

CHAPTER CONTENTS

AN EFFORT WORTH MAKING (5-1)
PITFALLS TO AVOID (5-2)
Delegating Tasks to Subcommittees (5-2) Agency Heads Should Designate a Regular Representative (5-3) Agencies Should Send Well-Instructed Delegates (5-3)
RECOMMENDED APPROACHES (5-4)
Coordinating Agencies' Efforts Is a Full-Time Job (5-4) Skills a Coordinator Needs (5-4) Neutral Site (5-4) Remember--Network Members Participate by Choice (5-4) Mutual Understanding (5-5) Get Commitment from Decision Makers (5-5) Clear Goal and Objectives (5-5) Build from a Premise All Can Subscribe To (5-5) Patience, Persistence, Flexibility (5-5)

AN EFFORT WORTH MAKING

Looking back over the past two years, ICAN project participants felt that the improvements in how San Antonio agencies work together to protect children more than justified the hard work it took to put together, coordinate, and maintain the network. Participants cited the following main accomplishments.

- ICAN established a vehicle for educating professionals and the general citizenry about issues surrounding child abuse and neglect.

- Formal alliances took the place of previous informal contacts among agencies. The network served as a resource, a place to find out about current issues and legislation concerning child abuse and neglect (the Texas legislature was in session during the project's second year of operation).

- ICAN influenced the community to shape the direction it would take in establishing and providing services to victims of child abuse, to their families, to sexual assault victims, and to sex offenders.
- The network sought and found funding to start a treatment center for victims of sexual assault. Money was found to fund positions for two social workers and a half-time clerical support person. The center will provide follow-up counseling for child victims of sexual assault.
- ICAN's work highlighted the problems of juvenile sex offenders and influenced the city to recognize treatment needs of this population. Subsequently, the city of San Antonio applied for state funds to devote to the treatment of juvenile sex offenders.
- ICAN members "raised the consciousness" of elected officials--e.g., they exerted pressure on the city to recognize and address the problem of child abuse and neglect.
- Overall, the ICAN Project contributed to the city's development of a sense of community and provided a mechanism for handling common concerns and making recommendations to improve the area's social service systems and operations.

PITFALLS TO AVOID

Delegating Tasks to Subcommittees Avoids Unwieldy Size of General Meeting

At the beginning of the project, ICAN tried to identify and solve problems in the general membership meeting. This technique proved ineffective.

Issue. In general meetings, the group tended to lose sight of the ICAN goal and objectives. Often, the group had to be refocused by the liaison.

Solution. Make a decision about the method(s) to be used for bringing issues into the open, for solving problems, and for sharing information. Eventually, ICAN chose to use the large group as its means of sharing information and updating general members on the progress of subcommittees. Sometimes, subcommittees had to be redirected and goals had to be restated.

Agency Heads Should Designate a Regular Representative

The composition of ICAN delegates changed constantly. Although the agency membership list stayed the same, agency representatives changed too frequently.

Issue. Constant change in individuals who attended the general membership meetings caused ICAN to spend a lot of time explaining its purposes, describing its makeup, and justifying decisions that had been made at previous meetings.

Solution. Agency administrators should designate one representative (and, if necessary, one alternate) to regularly attend ICAN general membership meetings, and subcommittee membership should stay as constant as possible.

Agencies Should Send Well-Instructed Delegates or Officials with Decision-Making Authority

Some agencies assigned lower echelon staff to attend ICAN general membership meetings. Often these personnel had no background about ICAN and no inclination to participate in network activities.

Issue. Representatives who had no decision-making power in their agencies were hesitant to express opinions or commit their agencies to actions or policies being considered by ICAN.

Solution. Agency representatives with decision making power or specific instructions about acceptable agency commitments should attend ICAN meetings.

RECOMMENDED APPROACHES

While the ICAN Project was successful, the development and maintenance of the network was tedious, time-consuming, and sometimes frustrating to those responsible for focusing the group's activities. Communities that consider replication of this project should prepare themselves to deal with such conditions.

Coordinating Agencies' Efforts Is a Full-Time Job

The project should not be attempted without **at least one full-time staff person** (two would be ideal). This person's duties include--correspondence; formation and maintenance of sub-committees; reporting to the general membership; recruiting new agencies and individuals; scheduling and holding presentations; planning conferences; planning and holding meetings with community leaders and agency executives. In short, the **liaison**, as she was called in the ICAN Project, carried the burden of day-to-day operations.

Skills a Coordinator Needs

Select a liaison (coordinator) who knows how to **conduct meetings**, who has or can develop **contacts** with public and private agencies, and who has **recognition and credibility** in the community.

Neutral Site

Choose a **neutral site and convener** to hold network meetings.

Remember--Network Members Participate by Choice

Recognize that each agency has **its own systems and timetable**, its own **priorities**, and its own **bureaucracy** to deal with. Often, the network is secondary in importance, and it is **voluntary**.

Mutual Understanding

Be cognizant of how easy it will be for other agencies to view the network as a **ursuper** of "turf." To some, the network will seem threatening.

Get Commitment from Decision Makers

Get as many **agency heads** as possible **involved in planning** before network activities start. Give particular attention to the need to involve the juvenile court system, both criminal and civil, and any administrative judge or juvenile judge who handles cases of child abuse or neglect.

Clear Goal and Objectives

Clearly define the network goal and objectives, and remember to **keep the network focused** (often the membership lost sight of the group's purpose).

Build from a Premise All Can Subscribe To

In San Antonio, network members agreed that if they worked together as effectively as possible they could improve protection for endangered children in their community.

Patience, Persistence, Flexibility

Be **patient and persistent**. Find out where the community stands on sharing systems. Start where they are and initiate operating agreements as possible.

APPENDIXES

Interagency Child Abuse Network Project

APPENDIX A

Agencies Participating in ICAN

LIST OF ICAN PARTICIPATING AGENCIES

Alamo Area Council of Governments
Alamo Area Rape Crisis Center
Bexar County Adult/Juvenile Probation
Bexar County District Attorney's Family Violence Unit
Bexar County Medical Auxiliary
Bexar County Medical/Psychiatric Department
Brady Green Community Health Center
Child Advocacy of San Antonio
Santa Rosa Children's Hospital
City of San Antonio - Human Resources Department
Community Counseling Service/Our Lady of The Lake University
Community Guidance Center
Family Outreach of San Antonio
Family Services Association
Fort Sam Houston/Family Advocacy Office
Lackland Air Force BAse/Wilford Hall
Private Social Services
Mental Health Association
Area School Districts (17)
San Antonio Child Abuse Resource Education Services (CARES)
Law Enforcement Agencies (14)
Saint Mary's University/Family Life Center
United Way
University of Texas Health Sciences Center/Department of Pediatrics and Psychiatry
Board of pardons and Parole
Private Treatment Providers
County Commissioner's Court
Juvenile Court System

APPENDIX B

Goal Statements for ICAN Subcommittees

GOALS OF ICAN SUBCOMMITTEES

RESOURCES SUBCOMMITTEE

To facilitate the development of a set of minimum qualifications for therapists who treat sex offenders.

To increase the number of qualified therapists n the community who treat sex offenders.

To organize a group that will provide peer supervision and support to therapists, share research and treatment techniques, and problem-solve within the system that provides treatment to sex offenders.

EDUCATION SUBCOMMITTEE

To identify educational needs regarding child abuse/neglect with the community and facilitate community education as needs are identified.

PROTOCOL SUBCOMMITTEE

To develop interagency agreements for handling cases of child abuse/neglect among agencies that handle these cases--DHS, law enforcement, hospitals, probation, parole, district attorney, and other treatment groups.

VOLUNTEER SUBCOMMITTEE

To share resources regarding recruitment, screening, supervision of volunteers working in child abuse/neglect agencies.

ADOLESCENT PROVIDER NETWORK

To coordinate case management and shared funding among state agencies and other providers, and to develop supportive service systems for adolescents.

APPENDIX C

Conference Brochure's Cover

Breaking the Cycle of Sexual Abuse: A Training Institute for Professionals

A Conference
co-sponsored by
Alamo Area Council of Governments
Texas Department of Human Services
Region -09
The San Antonio Coalition
for Children, Youth and Families
Trinity University
June 11, 12 and 13, 1986
at Trinity University

Alamo Area Council of Governments
118 Broadway, Suite 400
San Antonio, Texas 78205
Phone (512) 225 5201

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US Postage
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Breaking the Cycle of Sexual Abuse: A Training Institute For Professionals

CONFERENCE CONCEPT AND OBJECTIVES

Breaking the cycle of sexual abuse is of vital concern to all of us who work with children. Mental health professionals, those working in corrections, school and medical personnel, ask if therapy is effective in altering the behavior of those adults who sexually victimize children. We know, from studies of adult male offenders, that many of them were sexually victimized as children and that non-incest offenders usually begin their pattern of assaults as juveniles. Can appropriate intervention with child victims and juveniles interrupt the cycle of victimization?

In this conference the preventive role of therapy is a common thread uniting intensive training tracks on therapy with the child victim, therapy with the juvenile sex offender and therapy with the adult sex offender. The workshops on a variety of issues and specific techniques both complement the training tracks and offer an alternative to conference participants.

A bill enacted in the 69th Texas Legislature enables judges to mandate therapy for sex offenders as a condition of probation or parole, adding that the offender will bear the cost of such therapy. This conference offers training by nationally and locally recognized experts to those community mental health professionals who may be providing offender and victim therapy. The conference seeks to enhance the skills of professionals working with victims and offenders, present effective treatment modalities and inform the community of methods we can all utilize in "Breaking the Cycle of Sexual Abuse."

A SPECIAL WORD OF THANKS

The Bexar County Legislative Delegation assumed a leadership role in the 69th Texas Legislature in sponsoring and passing numerous bills relating to child abuse and family violence. Since the Session, public officials, school district personnel, agency staffs, and a committed network of volunteers have labored together on implementation of the legislation. The reception preceding the keynote address is in honor of this special group of citizens who have the welfare of children-as a primary concern - and act upon that concern. We applaud your efforts and thank you for your participation and leadership.

The Planning Committee

ACCREDITATION

Applications pending for credit from:

- Texas Adult Probation Commission
- Texas Juvenile Probation Commission
- Texas Department of Human Services
- Our Lady of the Lake University - Worden School of Social Service
- Texas State Board of Examiners of Professional Counselors

PARKING

Parking for the keynote address at the Ruth Taylor Concert Hall will be available behind the auditorium in Lot B. During the workshops and institutes, parking will be available near Chapman Graduate Center in Lot G.

PROGRAM SCHEDULE

Wednesday, June 11, 1986

6:00-7:30 p.m.	Wine and Cheese Reception Conference Registration	Ruth Taylor Courtyard
7:30 p.m.	Welcome and Introductions Recognitions	Ruth Taylor Theatre
	Keynote Address "New Ideas in Thinking About Child Sexual Abuse"	

Thursday, June 12, 1986

8:00 a.m.	Registration	Chapman Graduate Center
9:00 a.m.	Concurrent Sessions	Chapman Graduate Center
• Institute I: Contextual Family Treatment		Room N204
• Institute II: Juvenile Sexual Offenders		Room 31

WORKSHOPS

A. Adolescent Development and the Effects of Abuse	Room 40
B. Group Counseling with Abused Children	Room 45
C. Expert Court Testimony in Child Abuse Cases	Room 225
D. Family Violence	Room 110

12:00 noon Lunch On Your Own

1:30 p.m.	Institute I Continues	Room N204
	Institute II Continues	Room 31

WORKSHOPS

E. Understanding the Adult Sexual Offender	Room 110
F. Healthy Sexuality: Stumbling Blocks to Attainment	Room 40
G. Adult Survivors - Problems and Treatment Issues	Room 45
H. Hypnosis in the Treatment of Sexual Abuse	Room 225

Friday, June 13, 1986

8:00	Registration	Chapman Graduate Center
9:00	Institute I Continues	Room N204
	Institute II Continues	Room 31

WORKSHOPS

I. Assessment of Adult Sexual Offenders	Room 110
J. Homebuilders: Keeping Families Together	Room 40
K. Juvenile Sex Offender Assessment	Room 45

12:00 noon Lunch On Your Own

1:30 p.m.

L. Treatment with Adult Sexual Offenders	Room 110
M. Homebuilders: Keeping Families Together	Room 40
N. Outpatient Juvenile Sex Offender Treatment	Room 45
O. Interviewing the Young Victim	Room N204
P. Working with the Workers: Therapist's Stress Created by Working with Sexual Abuse Cases."	Room 31

BEST COPY AVAILABLE

APPENDIX D

Conference Workshop Evaluation Form
and Tabulated Evaluation Results

Breaking The Cycle Of Sexual Abuse:

A Training Institute For Professionals

EVALUATION

_____ _____

(session or workshop title) (name of presenter)

PLEASE CHECK ONE RATING FOR EACH ITEM:

	VERY GOOD	GOOD	FAIR	POOR	VERY POOR	DOES NOT APPLY
Organization of content.....	[]	[]	[]	[]	[]	[]
Clarity of concepts and vocabulary.....	[]	[]	[]	[]	[]	[]
Adequacy of materials covered.....	[]	[]	[]	[]	[]	[]
Use of audio-visual aids.....	[]	[]	[]	[]	[]	[]
Opportunity for audience participation....	[]	[]	[]	[]	[]	[]
Quality of bibliography and/or handouts...	[]	[]	[]	[]	[]	[]
Style of delivery.....	[]	[]	[]	[]	[]	[]
Relevance to overall program objectives...	[]	[]	[]	[]	[]	[]
Relevance to my interests and needs.....	[]	[]	[]	[]	[]	[]
Contribution to professional growth.....	[]	[]	[]	[]	[]	[]

COMMENTS AND SUGGESTIONS

What I liked best: _____

_____

_____

Improvements needed _____

_____

_____

BREAKING THE CYCLE OF SEXUAL ABUSE: A TRAINING INSTITUTE FOR PROFESSIONALS
June 11-13, 1986
Trinity University, San Antonio, Texas

WORKSHOP EVALUATIONS

SCALE: 5 = Very Good, 4 = Good, 3 = Fair

WORKSHOP TITLE, Presenter	Relevance to Overall Program Objectives			Contribution to Professional Growth Relevance to My Interests and Needs		
	#A	##N	%	X	X	X
Contextual Family Treatment: The Victim, The Victimizer (Jan DeLipsey, Ph.D.)	27	15	56	4.3	4.1	4.3
Juvenile Sexual Offenders: Assessment & Treatment (Michael O'Brien, Ph.D.)	19	11	58	4.9	4.7	4.8
Adolescent Development and the Effects of Sexual Abuse (R. Reposa & L. Richmond)	45	45	100	4.5	4.4	4.4
Group Counseling with Abused Children (Daneen Milam, Ph.D.)	37	33	89	4.6	4.7	4.7
Expert Court Testimony in Child Abuse Cases (M. Zuelzer, Ph.D. & J. Rogers, M.D.)	49	41	82	4.2	4.2	4.2
Research on Family Violence (David Finkelhor, Ph.D.)	41	41	100	4.2	4.2	4.1
Understanding the Adult Sexual Offender: A Cultural Perspective (Tom Burditt, MSW)	62	52	84	4.5	4.5	4.5
Healthy Sexuality: Stumbling Blocks to Attainment (Mark Steege, MSW)	50	41	82	4.5	4.5	4.6
Adult Survivors: Problems & Treatment Issues (Barbara Stamper, Ph.D.)	25	25	100	4.4	4.4	4.2
Hypnosis in the Treatment of Sexual Abuse (Rick Bruhn, Ed.D.)	29	25	86	4.7	4.6	4.6
Assessment of Adult Sexual Offenders (Tom Burditt, MSW)	60	54	90	4.8	4.7	4.7
Homebuilders: Keeping the Families Together (Mary Fisher)	64	50	77	4.4	4.2	4.4
Juvenile Sex Offender Assessment (Carlos M. Loredo, Ph.D.)	56	37	66	4.6	4.5	4.6
Treatment with Adult Sexual Offenders (Tom Burditt, MSW)	40	33	83	4.8	4.7	4.7
Homebuilders: Keeping the Families Together (Mary Fisher)	17	9	53	4.2	3.9	3.9
Outpatient Juvenile Sexual Offender Treatment (Carlos Loredo, Ph.D.)	44	34	77	4.8	4.7	4.8
Interviewing the Youth Victim: Investigation & Validation (Jan DeLipsey, Ph.D.)	63	31	49	4.6	4.5	4.6
Working with the Workers (Josue Gonzalez, Ph.D.)	28	14	50	4.3	4.3	4.4

#A = Attendance (from Session Roster Sheets)

##N = Number of Responses (from Evaluation Forms)

NOTE: David Finkelhor, Ph.D., presented the Keynote Address the evening of June 11, 1986. Evaluation forms were not distributed for the Keynote. However, verbal comments were very positive.

APPENDIX E

ICAN Pamphlet

The following is a partial listing of resources which can help in problems of child abuse or neglect.

DHS to report abuse	53 ABUSE
Help Line	227 HELP
Warmline	657 3004
Avance	734 7924
Bexar County MHMR - Children's Unit	220 2018
Catholic Family and Children's Services	433 3256
Children's Service Bureau	223 6281
City of San Antonio Child Abuse Intervention Program	209 7174
Community Counseling Center - OLL	434 6711
Community Guidance Center	606 7070
Family Advocacy Office - BAMC	221 4357
Family Advocacy Office - Lackland AFB	671 2847
Family Life Center of St. Mary's University	436 3133
Family Outreach of San Antonio, Inc.	732 1278
Family Services Association	226 3301
Family Support Center - Kelly AFB	925 4221
Jewish Family Services	340 5481
Lutheran Social Service of Texas	227 8142
Mexican American Unity Council	227 0428
Parents Anonymous	732 6154
San Antonio CARES	732 1051
Youth Alternatives, Inc.	340 8077

Coordinated by the Alamo Area Council of Governments

Interagency
Child Abuse Network
118 Broadway, Suite 400
San Antonio, Texas 78205

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ICAN

Interagency Child Abuse Network

Coordinated by AACOG
Alamo Area Council of Governments

Funded through the
Texas Department of Human Services

ALAMO AREA COUNCIL OF GOVERNMENTS

118 Broadway, Suite 400
San Antonio, Texas 78205
(512) 225 5201

Child abuse and neglect is not only a serious community problem, but a serious crime as well. As the number of child abuse referrals has risen it is more crucial than ever that a multidisciplinary, interagency approach be implemented to better insure the sensitive, effective handling of these cases. We owe the vulnerable children and families in our community a humane, supportive environment in which they can face their crises, receive appropriate intervention, and emerge with their dignity intact.

The Interagency Child Abuse Network (ICAN) was formed in 1985 at the recommendation of the District Attorney's Task Force on Child Abuse. ICAN is a federally funded state demonstration project with the goal of increasing communication and cooperation between member agencies involved in any aspect of handling child abuse cases, whether it be contact with victims, offenders or their families. Accomplishments of the first year include:

1) The development of interagency agreements with TDHS, D.A.'s office, law enforcement, and hospitals.

2) Establishment of minimum qualifications for therapists who work with ... offenders ...

3) Formation of a peer support group of professionals who work with victims, offenders or their families.

Currently ICAN is involved in:

1) Setting up training opportunities for professionals in the area of child abuse.

2) Developing information for the judiciary.

3) Identifying needed legislative changes

4) Providing an ongoing forum for interagency planning and problem solving.

5) Distributing the new protocols to agencies.

Alamo Area Council of Governments
118 N. Broadway, Suite 400
San Antonio, Texas 78205

For ICAN information call
A.A.C.O.G. at (512) 225 5201

PARTICIPATING AGENCIES

Texas Department of Human Services

D.A.'s Family Violence Unit

Law Enforcement Agencies

School Districts

Bexar Co. Probation Departments

Hospitals

Bexar County Medical Examiner

Board of Pardons and Parole

Military Social Services

City Child Abuse Intervention Program

Judiciary

San Antonio CARES

Bexar County Jail

Treatment Resources

United Way

Bexar County Commissioners

Child Advocates San Antonio

Mental Health Association

Bexar County Medical Auxiliary

APPENDIX F

ICAN Handbook--
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and Preface

THE INTERAGENCY CHILD ABUSE NETWORK

A Case Study in Community Organization

Acknowledgements

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   - Focus
   - First Projects

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   - Resources: Development, coordination of, continuing education of.
   - Education: Community, schools
   - Legislative
   - Volunteers
   - Adolescent Providers

III. Community Analysis: Needs
   - Comparison with models/standards
   - Stastistical Analysis
   - Surveys

IV. Community Analysis: Structure
   - Gaps and Lags
   - Treatment Services
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   - Competition and Turf Issues
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VIII. Conclusions

Preface

Developing a community network is not a task to be undertaken lightly. It's an expensive project, and one difficult to balance and direct. To some extent, acheivements will depend upon the authority given the network by cooperating agencies.

Ongoing staff are required to organize the network, develop the projects decided upon and provide project continuity. With a staff comes the risk that staff goals will take precedence over network goals. The staff should have professional credentials and an interest in the area, but understand that accompanying those qualities will come preconceptions about network functioning.

The funding source can affect the direction the network takes, since there is a natural tendency to consider their opinions. And when vacuums occur, as they inevitably will, someone--- staff or network member with a special interest--- will be there to steer the network in a particular direction. Members less involved at the time may not protest the direction, only to react two months later with real concern about what is already underway. Interest among members wanes with time and the topics under consideration, and developing the of number projects necessary to prevent attrition among key members rapidly consumes staff time and energy.

Compounding these difficulties is the problem of philosophy and perspective. Even a problem specific network will have to draw participants from different community systems. Our example includes staff from investigatory (child protective services and police), prosecutorial, judicial, supervisory (probation and parole), treatment (medicine, psychology, psychiatry, social work, counseling) and advocacy systems. Attempting to build consensus among such a diverse group takes an enormous amount of time and inter-system education.

Cooperation is possible and some goals achievable, but developing a network is not a quick fix. Please consider the consequences, since developing a new group and offering it to the community will inevitably raise expectations. Examine carefully the scope of the project, for it can take on a life of its own and burgeon beyond control. Maintaining a network is a managment problem. However, while one system entity/agency may fund and manage, that entity will lack the authority to direct the remaining agencies in the network. It would be highly unusual for one agency to vest another with such power. And some agencies will view a coordinating body as simply another layer in the hierarchy and a nuisance. As one agency director said, "What if I don't want to be coordinated?"

We hope that our experience in Bexar County will be useful to other communities in deciding whether or not, and how, to utilize a network. What follows will be a description of the genesis and growth of ICAN, interspersed with principles we think it important for others to consider. Subsequent chapters will focus on tools, issues and the process of group decision making.

J.R.K.W.

INTRODUCTION

The Interagency Child Abuse Network (ICAN) came into being as a recommendation of the District Attorney's Task Force on Child Abuse. In June of 1984, then District Attorney Sam Millsap charged a citizen group to produce a comprehensive plan for the effective prosecution of child abuse cases and to recommend procedures and policies which would promote a "team" approach to the handling of these cases among networking service agencies. A major goal of the task force was to "help create a climate of support for victims through the effective use of a network of agencies and organizations involved with victims of child abuse. (The District Attorney's Task Force on Child Abuse: Findings and Recommendations January, 1985)

The Task Force studied the roles of participant agencies and the flow of cases through their systems, attempting to identify policy and procedural changes which would develop the desired supportive climate. Recommendations were made for each system entity and for legislative changes, as well, but foremost among the recommendations was creation of a coordinative body, ICAN. The structure was suggested by an existing network in Seattle/King County Washington, which has developed a remarkable degree of cooperation between investigative, prosecutorial, judicial, supervisory and treatment agencies.

The scope of responsibilities envisioned for ICAN was broad, and probably unrealistic. The Task Force members, many of whom worked in the agencies under scrutiny, were familiar with the problems identified and the solutions possible. The list of issues and problems referrable to ICAN was lengthy, especially in view of the fact that ICAN had no authority over the referring agencies. The best that could be hoped for was that the power of the group would impress individual agencies with the need for cooperative change. Each agency and advocacy group could point to problems with others in the system, and the Task Force membership, at least professed a willingness to consider change.

The Texas Department of Human Services-Region 09 took the lead in establishing ICAN by applying for federal funds allocated to the State for projects in child abuse. The Task Force members agreed upon housing ICAN in the Alamo Area Council of Governments, a regional development agency with experience in problem-focused workgroups and agency coordination. AACOG had the advantage of being "neutral turf"; none of the participant agencies could control the work of ICAN. Of course, any contractor is sensitive to the interests of the funding source, and the funding source has a determined interest in shaping the workplan. This has provided some intersting unspoken conflicts between AACOG staff, the funding source and other members in the network.

One of the first elements in the workplan suggested for ICAN was development of interagency agreements and protocols for case disposition.

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APPENDIX G

Questionnaire for Therapists
Who Treat Sex Offenders

SEX OFFENDER THERAPIST
QUESTIONNAIRE

NAME:_____

ADDRESS:_____

PHONE #:_____

1. Education Degree (submit photocopy) | Dates | Institution

a)

b)

2. License (submit photocopy) | Number | State

a)

b)

3. Certification (submit photocopy) | Organization

a)

b)

4. Professional Associations | Type Membership

a)

b)

5. Course work/Seminars/Workshops in human sexuality and/or sexual deviance (list all that apply).

Course | Hours | Dates

a)

b)

QUESTIONNAIRE - PAGE 2 NAME:_____

6. Practice Place or Agency | Dates | Supervisor

a)

b)

c)

7. Treatment experience with child sexual abusers. Describe:

8. Treatment experience with those who reabuse. Describe:

9. Are you willing to testify in court and cooperate with the legal system? Yes_____ No_____

10. Have you appeared in court as an expert witness in an area related to child sexual abuse cases? Yes_____ No_____

11. Primary interest in working with (check all that apply) adult_____ or juvenile_____ offenders?

male_____ or female_____ offenders?

12. Is your usual modality individual, group or family therapy?

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13. Are you bilingual? Yes_____ No_____

14. Do you provide services to special populations such as the physically handicapped, hearing impaired, etc.? Yes_____ No_____ If yes, list all that apply.

15. Are there any categories of clients with whom you prefer <u>not</u> to work? (eg., violent, mentally retarded, etc.)

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16. If you are already working with sex offenders, what is your usual charge?_____

If you have a sliding scale what is the range?
From $_____ to $_____ or, do you have reduced rates? Yes_____ No_____

17. Have you continued to update your skills in this area?
Yes_____ No_____

18. Briefly describe in one paragraph on the back of this page your approach to sex offender treatment.

19. Please enclose two letters of reference from mental health professionals and your resume.

20. Return questionnaire, photocopies, letters, and resume to:
Interagency Child Abuse Network
118 North Broadway, Suite 400
San Antonio, Texas 78205